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ABSTRACT

This study identified the key management issues for senior managers and heads of catering services in higher education in developing and reviewing catering services. The study was conducted with the involvement of 76 universities and colleges with evidence drawn from questionnaires covering the Excellence Model's 9 criteria, an Expert Working Group, and examples of good practice from other institutions. Catering services generate significant income and provide significant employment in most communities with higher education institutions. Catering services often lack direction from the institution with regard to what is wanted form the catering service. Institutions are often not clear whether what is wanted is a service or a commercial operation. Catering services are often underfunded, and the rates of pay do not match those of the hospitality industry as a whole. The terms and conditions of employment are generally better than those in the private sector, something that makes it difficult to contain costs. In general, the findings suggest that catering services should operate as businesses, while continuing the "people skills" and customer services orientation they have already demonstrated. (SLD)

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UK Value for Money Steering Group

Catering management in higher education

National Report

Department for Employment and Learning, Northern Ireland
Higher Education Funding Council for England
Higher Education Funding Council for Wales
Scottish Higher Education Funding Council

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Catering management in higher education

Contents

	Page
Foreword	**3**
Executive summary	**4**
1. Action points for best practice	**8**
1.1 Leadership	8
1.2 People	8
1.3 Policy and strategy	8
1.4 Partnerships and resources	9
1.5 Processes	9
1.6 Key performance results	9
1.7 People results	9
1.8 Society results	10
1.9 Customer results	10
2. Catering services in the HE sector	**11**
2.1 Leadership and people	11
2.2 Policy and strategy	12
2.3 Partnerships and resources	12
2.4 Processes	14
2.5 Key performance results	15
2.6 People results and society results	16
2.7 Customer results	18
2.8 Additional resources	18
3. Background to the study	**19**
4. Working groups and contributors	**22**
4.1 UK Value for Money Steering Group	22
4.2 Project Management Committee	22
4.3 Expert Working Group	22
4.4 Consultation Group	22
4.5 Contributing institutions	22

Foreword

The quality of the 'total student experience' is an important consideration and a measure of success for all higher education institutions. Effective catering services can make a significant contribution to this experience. Maintaining this success requires senior managers to facilitate better integration and collaboration between core activities, catering and other support services to support continuous improvement.

The findings of this study of catering services indicate that institutions need to adopt a clearer strategic approach in order to secure greater value for money. Arrangements will need to be supported by, among other things, increased business investment, negotiated service level agreements, more flexible working arrangements, structured training and development opportunities for catering staff, and the documentation of operational processes for catering services.

The study used the EFQM Excellence Model as a framework to identify the management issues for catering services. Components of the Excellence Model are also reflected in other quality approaches, such as Hospitality Assured and Investors in People (IiP). Some institutions will already be using some or many of the management techniques, tools, ideas and solutions included in the guidance; others will be able to select the approaches that will work in their institution.

Our thanks go to members of the Expert Working Group, and to the institutions that participated in this study and allowed their experiences to be included in this report.

We commend the report and the web-based resources provided by this study. We hope that they will help managers to develop the catering services offered by their institutions.

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Executive summary

Introduction

This report identifies the key management issues for senior managers and heads of catering services in developing and reviewing catering services, to support continuous improvement and provide value for money. Catering in HEIs generates an income of more than £320 million a year, with consumable purchases of £132 million, and salaries and labour costs of £153 million. Catering services provide significant employment in most communities.

This report is based on a study carried out with the involvement of 76 universities and colleges. Evidence was drawn from questionnaires covering the Excellence Model's nine criteria, an Expert Working Group (EWG), and examples of good practice from other institutions.

Key issues and recommendations

Catering services, in conjunction with other services, support the provision of a stimulating and supportive environment for students, staff, visitors and business and community partners.

The existence of such an environment is important to the delivery of the institution's total student experience. This assists retention levels and can deliver a financial benefit to the institution, allowing re-investment and improvement by adopting best management practices and value for money objectives.

Throughout the study the EWG has drawn together the issues that could most readily be addressed and which would improve the total student experience. It considers that the following key issues identified by the sector will offer direct and indirect efficiencies to institutions. It recommends that the institution's Audit Committee considers this report and makes recommendations to senior officers in relevant departments such as catering, finance, estates, personnel, and IT.

Issue 1: 'There is a lack of direction from the institution with regard to what is wanted from the catering service'

With a lack of clear direction from the institution's strategic plan, most catering services inevitably become reactive. Therefore they cannot plan for change, thus losing opportunities for improved service delivery and greater efficiencies.

Recommendation

Heads of catering services should be consulted during the early stages of the institution's planning process. A catering strategy should form part of the overall institution's strategy that looks at what is needed and how best it can be delivered. Catering plays an important part in the provision of the total student experience and should therefore feature in the institution's overall plan.

Issue 2: 'Are we providing a service or a commercial operation?'

The majority of institutions are unclear about this. Caterers are often operating services at a loss, to support academic activity, despite being asked to recover all costs.

Recommendation

Institutions should identify such services and cost them accordingly, and be proactive in making the decision to subsidise such services. HEFCE funding guidelines allow for this as long as the true cost of the service can be identified.

Issue 3: 'There is a lack of capital investment'

Catering services are often under-funded for refurbishment and new build. This results in a poor student experience and loss of potential revenue, which has a detrimental effect on the institution's image and ability to retain students.

Recommendation

Agree a plan for refurbishment and investment that is realistic and based on a business case. Investment in well-researched refurbishment projects routinely shows revenue increases of between 30% and 50% on previous income levels, with no detriment to existing catering operations.

Issue 4: 'Rates of pay do not reflect those of our competitors'

Pay rates for craft, skilled and management grades are low when compared with the industry average. There is an increasing skills shortage within the hospitality industry; it is estimated that by 2020 there will be some 250,000 unfilled vacancies for chefs. The headline pay rates make it increasingly difficult to recruit and retain skilled staff.

Recommendation

Pay must reflect local market rates in order to recruit and retain staff. Staff turnover is expensive; the biggest causes are poor rates of pay, and the inability to operate reward schemes for good performance. A strategy needs to be developed and supported to overcome anticipated skills shortages. This may involve a review of services and capital investment.

Issue 5: 'Terms and conditions of employment are generally better than those in the private sector'

Heads of catering are rarely consulted on such matters. Substantial overtime and enhancement payments, in conjunction with a lack of flexibility, make it increasingly difficult to provide cost-effective services. The generous sick pay provision combined with the lack of performance management in the HE sector increases costs unnecessarily.

Recommendation

There needs to be a robust approach to managing performance and addressing obvious abuse of generous institutional terms and conditions. Heads of catering must be involved in the development of terms and conditions for service staff, which should reflect the different market environment in which they operate.

Issue 6: 'Control of purchasing is good, with strong evidence of active membership and use of purchasing consortia, supplier assessments and vendor ratings. None of these are evident when buying internal services such as estates, finance, personnel and IT'

Most catering services are required to recover all costs. This is achieved by proactive income generation and cost control. External purchasing is well controlled, with strategies for addressing non-compliance by suppliers.

Internal suppliers are not so well controlled, with little or no sanction for non-compliance. Costs charged are frequently 'non-negotiable' and there are no alternative options. The perception is that there is little cost transparency, working partnerships or mutual understanding between internal suppliers. When such large areas of cost are out of the caterer's control, value for money cannot be demonstrated, financial targets cannot be achieved, and service quality targets cannot be met.

Recommendation

Catering services should endeavour to operate as business units, understanding the concept of service quality and profitability. Each internal supplier should have a dedicated individual who knows the needs of the catering service, to ensure the correct service levels are provided and understood. It is recommended that other university service providers should adopt a more customer-focused approach to the way they operate.

Issue 7: 'Over 90% of catering services operate in-house'

Professionally operated and resourced catering services contribute greatly to the 'total student experience'. Where an institution defines the expectations it has of the catering service, it improves the efficiency of that service. Outsourcing is not necessarily the solution to an ill defined and badly operated service.

Recommendation

The institution's senior management, in consultation with the head of catering, must clearly define the strategic objectives of the service provision, in order to ensure value for money. It is therefore better to retain the business in-house as monies can be re-invested within the institution, maintaining a greater degree of ownership and flexibility.

Issue 8: 'Catering services operate in a customer focused environment and demonstrate good people skills'

The study highlighted that excellent people skills and customer relations are in place. The use of external benchmarks such as IiP and Hospitality Assured supports this. Poor customer

experiences anywhere within the institution reflect badly on its external image, and its ability to attract students and other sources of income. Investment in improving standards within catering services is diminished when other support services are unable to provide similar standards.

Recommendation

Valuable lessons could be learned from the customer-focused approach and investment in staff demonstrated by catering services. This needs to be built upon to ensure that the experience of students and visitors is consistent and implemented institution-wide. The objective is to provide a seamless service.

Issue 9: 'How can we, as caterers, contribute to the local community?'

'Town and Gown' relations are important. There is a conflict between the extensive employment opportunities available and the growth in student numbers, with their consequential social and environmental impacts.

Recommendation

Hourly-paid staff can be strong local ambassadors for the institution. This is particularly important where there is community tension in relation to increasing student numbers. Environmental impact needs greater recognition in day to day operations and long-term planning.

Structure of the report

This report is designed to be accessible for all levels of management within HE institutions.

Section 1 contains recommendations to support continuous improvement for catering services that will be of interest to senior and operational managers. There are recommendations for review that will require the attention of directors of estates, finance, personnel and IT.

Section 2 provides an overview of the arrangements for catering services, as well as focusing on important management issues for the delivery of catering services. For example, it examines business planning, and the factors and key decision-makers influencing and determining changes in the delivery of catering services. It also measures the sources of income for catering services and the ranges for different levels of annual turnover.

To support the findings and recommendations identified in this national report, additional information and resources are provided in the Catering Toolchest on the HEFCE web-site (www.hefce.ac.uk, with this document, under Publications). It contains self-assessment checklists and cameos, providing practical guidance and examples of solutions to management issues.

1. Action points for best practice

The study makes the following detailed recommendations for each of the modules identified within the EFQM Excellence Model. For institutions to deliver best practice, they need to consider the following, using the Excellence Model framework.

1.1 Leadership

- implement self-assessment processes to underpin long-term commitment to continuous improvement
- use self-assessment to assess the roles and responsibilities of managers as 'leaders'
- undertake regular reviews of 'what has been achieved' and identify 'what is still to be done'.

1.2 People

- develop the skills of catering staff
- recognise and set targets for improvement
- empower catering staff to deliver further improvements.

1.3 Policy and strategy

- ensure that catering services form part of the institution's main strategy
- develop a separate and detailed catering strategy that looks in depth at what is needed and how best to deliver it
- ensure that there is a business plan for catering services that identifies clear financial and operational projections based on existing operations
- incorporate customer feedback and market research into planning and review processes for catering services
- identify critical success factors for catering services
- benchmark catering services with other HEIs and external organisations (appropriate benchmarks should be determined for all results criteria)
- adopt quality assurance processes, for example Hospitality Assured and IiP
- provide catering services with capital investment to support business growth.

1.4 Partnerships and resources

- develop financial and management accounting systems to inform decision making regarding catering services
- formulate service level agreements with estates, finance and human resources departments
- participate in regional and national procurement arrangements
- enable further investment in information technology (IT).

1.5 Processes

- define the priorities and objectives for catering services – are they an income generator or service provider?
- enable better integration and dissemination of policies and procedures that impact on catering services
- develop the institution's internal communication processes to improve understanding and increase accountability for catering services
- devolve greater operational management responsibility to the head of catering, once service priorities and objectives have been set, to allow the adoption of a more commercial approach to service delivery
- adopt more flexible terms and conditions for catering staff to reflect conditions within local employment markets
- document operating practices and institutional strategies.

1.6 Key performance results

- determine pricing policies for catering services to reflect whether these are for profit or cost recovery
- formalise financial reporting methods to facilitate comparison with other HEIs and external catering operations
- establish benchmarking processes for catering services
- obtain membership of the Conference of University Business Officers (CUBO) or The University Caterers Organisation (TUCO) to share information and best practice.

1.7 People results

- review, as a priority, rates of pay for skilled catering staff
- implement development and training schemes to aid the recruitment and retention of catering staff with specific skills

- adopt policies to improve the motivation and morale of catering staff, such as working towards IiP accreditation
- formulate policies and targets to improve the management of sickness absence.

1.8 Society results

- improve local employment opportunities by adopting more flexible working arrangements
- support local initiatives for waste re-cycling
- contribute to the development of the institution's environmental policies
- support liaison groups in the local community to foster good relations.

1.9 Customer results

- maintain awareness of changing 'High Street' developments and trends, to inform future changes in catering services
- develop customer feedback processes to underpin further growth of catering services
- use customer feedback to enhance communication with, and the performance of, catering staff.

2. Catering services in the HE sector

This section provides an overview of the arrangements for catering services, based on the contributions of the EWG, the results of data questionnaires, and examples of best practice provided by HEIs.

Each module of the EFQM Excellence Model is considered in turn (further details of the Excellence Model are available at www.efqm.org). Data questionnaires were issued for most of the modules, and in some cases the outputs for each module have been combined in this report. The EFQM provides an integrated approach, resulting in some overlap between modules.

2.1 Leadership and people

The study recommends using self-assessment as a positive and constructive way for institutions and catering services to assess their position regarding 'leadership' and 'people'.

Self-assessment is about the long-term commitment to continuous improvement. The self-assessment process reviews what has been achieved, the opportunities for further improvement and the links between 'what is done' and 'what has to be achieved'. It helps to identify and prioritise opportunities, and to focus the catering service's efforts on achieving even better results.

For self-assessment to be effective in establishing the catering service's position with regard to its leaders and people, the process must be open and honest. It must also be prepared to challenge current practice, and to learn from good ideas and practices both within the institution and from other HEIs and industry.

Leadership

The behaviour and ability of leaders in catering services is crucial to long-term success. Leadership describes the behaviour, example and direction set by all those within the catering service with a responsibility for leading others.

The leadership self-assessment exercise considers how people inspire and enable the drive towards excellence. It is based on assessing the levels of commitment, involvement and motivation, relationships, and the drive towards continuous improvement.

People

Most employees want to do a good job. In considering people within the catering service, institutions need to look at how they realise the full potential of catering staff. This can include developing their skills, recognising and setting targets for improvement; and empowering catering staff to deliver further improvements.

The self-assessment exercise for people management recognises that there are benefits to be gained from adopting certain practices, which in turn create a culture that is better able to deliver services. Therefore, the exercise is based on assessing the levels of people's empowerment, planning and communication skills, development and reward/recognition.

2.2 Policy and strategy

A significant majority of catering services produce their own strategic business plans (figure 1) which identify clear financial and operational projections based on existing operations, but very few have their own catering strategy which looks at what is needed in the future from catering services and how best to deliver it. To create such a strategy it is essential that the institution recognises the role played by catering services in the overall institution's strategy.

Figure 1 **Does the catering service have a business plan?**

Most catering services have identified factors that they regard as being critical to the success of the services provided to their institutions, students, staff and others.

Soliciting customer feedback and undertaking market research are common throughout catering services. Responses confirmed that the information gathered is subsequently built into the planning and review process.

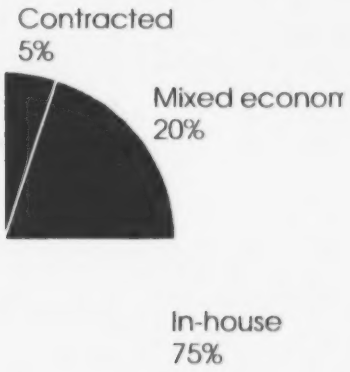
Catering services are increasingly seeking accreditation from recognised external bodies such as Hospitality Assured and IiP. In many institutions, these actions are supported by benchmarking against other HEIs and external organisations.

Many respondents felt that it was essential to maintain high standards in catering facilities to attract and retain customers, and that adequate capital investment should be built into the planning process. It is seen as equally important that institutions should recognise that catering services make a social as well as a financial contribution to the organisation.

2.3 Partnerships and resources

The partnership and resources arrangements created by institutions are significant aspects of catering services within the HE sector. Most catering services are provided in-house (figure 2).

Figure 2 Provision of catering services



Many catering services produce their own financial accounts, because institutional accounting systems are not able to provide the accurate, detailed and timely information that is required by trading activities. This causes a duplication of effort and information.

The study indicates that catering services in the main are dissatisfied with the support given by other services such as IT, personnel, estates and finance departments. This is particularly disturbing when some catering services are being charged directly, or top-sliced, for departmental support services. Most catering services indicate that they have no formal service level agreements (or equivalent), and little or no redress against the services concerned. Institutions need to implement an effective method of establishing whether internal service providers offer value for money, and/or whether they are required to do so, particularly finance departments.

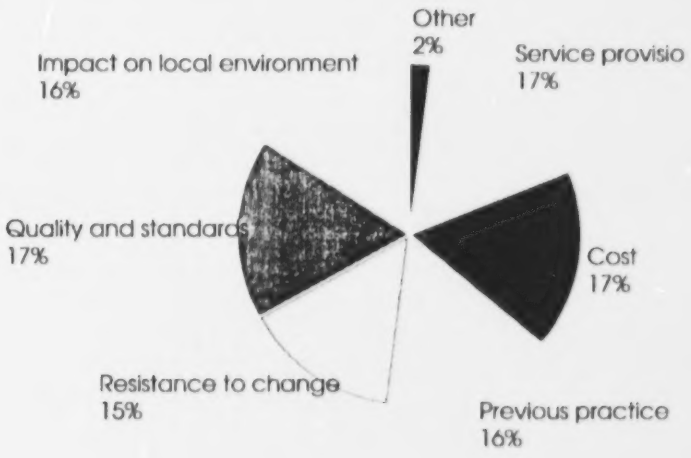
Within catering services, purchasing represents approximately 40% and staffing about 45% of total expenditure. Therefore it is imperative that these aspects of the business are effectively managed. The HE sector is proactive in seeking value for money through its purchasing, not only locally but also regionally and nationally. Within the sector there is strong participation from individual institutions at a regional level. Regional contracts, or contracts with a small group of institutions within a restricted geographical area, have provided good value for money. Purchasing nationally has also proved successful for the limited commodity areas where national contracts exist. As a result, the potential to set up further national contracts is currently being evaluated within the sector.

Technology within catering services is used extensively by institutions with a catering turnover in excess of £3 million a year. There is little use of IT in institutions with an annual catering turnover of less than £1 million. Institutions with a turnover between £1 million and £3 million indicated that they were often unable to fund IT provision. However, it is recommended that institutions should assess the opportunities for further investment in IT.

2.4 Processes

Catering services are often uncertain as to whether the priority is to provide a service or to cover operational costs. It is not uncommon for an initial requirement for the catering service to cover costs to be overturned, in order to provide an uneconomical service which supports an academic programme. This uncertainty is not helpful in operational planning, and makes it difficult to analyse whether value for money is achieved. Figure 3 shows the key internal factors that catering managers considered influenced their institution's catering services.

Figure 3 What factors influence attitudes towards catering provision

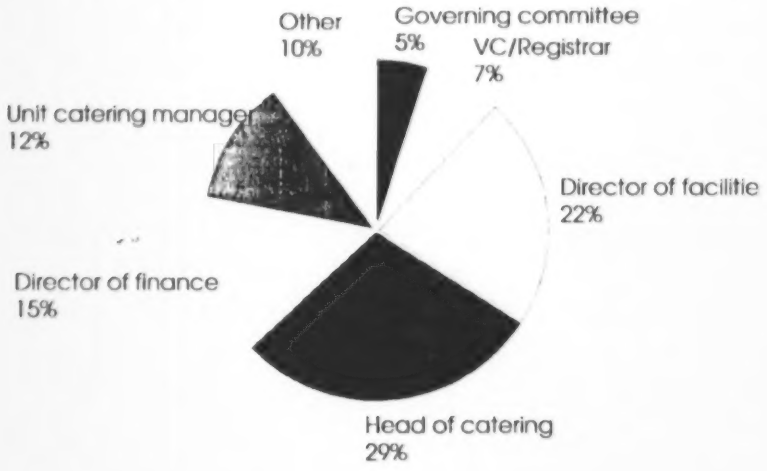


One of the main disadvantages of being a support function in a larger organisation is the absence of clear direction and objectives from the institution. This results in an apparent lack of understanding of how policies and procedures developed by other areas of the institution impact on the ability of the catering service to deliver a service, or offer value for money.

Formalised and successfully communicated processes within any organisation improve understanding and increase accountability. From the study it is evident that catering services benefit from having clear processes in place.

The ability to determine and then take responsibility for operational processes under the direct control of the catering service management is a strength. Figure 4 shows the key decision-makers that catering managers considered agreed the fundamental changes to their institution's catering services.

Figure 4 Who agrees fundamental change to catering services



Staff costs represent approximately 45% of total expenditure for catering services. A number of institutions, therefore, indicated the importance of catering services having more influence in setting the terms and conditions of employment for catering staff. Enhanced payments for working 'anti-social' hours directly affect the ability to provide facilities and services outside core times. Where there is a requirement to cover costs, the additional payments required, for weekend working for example, move the selling price of the service to an uncompetitive level.

Some catering services negotiate a trading status separate to the institution and are thus able to determine terms and conditions of employment that reflect the local market. In the main, these are institutions in the larger income groups (annual catering turnover of more than £3 million) which have extensive conference and commercial facilities.

Generally, respondents work within the confines of institutional policies and strategies knowing that, given some flexibility, there is the potential to perform better and give increased value for money.

In order to establish good practice and achieve value for money, there should be clearly documented operating practices and institutional strategies. These enable improvements to be measured and monitored effectively.

2.5 Key performance results

Catering services are able to determine the pricing policies in the majority of institutions; this is critical within the food industry where the prices of goods and services fluctuate throughout the year.

Across the sector, income is generated from a wide range of sources and the profit contributions vary greatly, as shown in table 1. There is a significant conflict in many institutions between service provision and ensuring that cost recovery targets are met.

Table 1 Sources of income for catering services – ranges for different levels of annual turnover

	Turnover up to £1 million	Turnover between £1 million and £3 million	Turnover £3 million plus
Food	24 - 81%	0 - 78%	0 - 80%
Student meals (transfers)	0 - 54%	0 - 70%	0 - 53%
Conferences & commercial activities	4 - 45%	0 - 53%	0 - 40%
Hospitality	1 - 30%	0 - 29%	0 - 26%
Bars	0 - 19%	0 - 18%	0 - 28%
Retail	0 - 25%	0 - 14%	0 - 19%
Vending	0 - 12%	0 - 13%	0 - 10%

In the Catering Toolchest, responses to the key performance results data questionnaire are sub-divided into three groups based on institutions' annual turnover for catering services. An overview of the survey results is given for each group.

The financial reporting methods vary by institution, making comparison across the HE sector difficult, even when comparing similar income levels. Additionally, institutions' expectations of being able to recover costs do not compare favourably with 'hospitality industry norms'. The central determination of terms and conditions for catering staff has a detrimental effect on the commercial viability of a number of services, and causes difficulty when competing with the external market for conference and commercial business.

Benchmarking is undertaken by a number of catering services to help improve business and operational performance. Partners for benchmarking exercises are often chosen from outside the HE sector, recognising the need for a commercial approach.

Throughout the sector, there is a high degree of performance measurement, both internally and externally. Many institutions have achieved nationally recognised awards. This is supported by the large number of institutions that have attained IiP accreditation and/or are seeking accreditation through Hospitality Assured (figure 5).

Active participation within CUBO and TUCO is recognised as valuable for sharing information and good practice across the sector.

2.6 People results and society results

A catering service is principally a business that has people at its heart. Where the catering service has a direct influence on policies, processes and strategies affecting people, it does it well. However, when influence is low the results are less successful.

People results

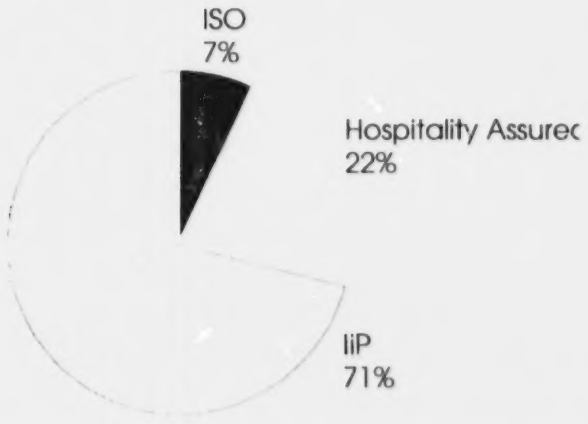
There is a skills shortage within the whole hospitality industry, and it is predicted that this will increase. A survey undertaken by *The Independent* newspaper estimates that by 2020 there will be some 250,000 unfilled vacancies for chefs. Catering services in HE have recognised and

responded to this by setting up development and training schemes which seek to retain staff with specific skills. However, this approach alone will not secure the skilled chefs that the sector requires. Rates of pay and terms and conditions for catering staff need to be re-assessed across the sector as a priority.

Indications are that universities will also need to consider greater mechanisation to kitchens and the use of central production methods to meet future demands.

Nearly three-quarters (71%) of institutions responding either have, or are in the process of obtaining, IiP accreditation, reflecting the value placed by catering services on their people (figure 5). Feedback is actively and regularly sought from staff and customers alike.

Figure 5 Institutions that have accreditation or are working towards it



The most important area where an improvement in value for money could be achieved is in the management of sickness absence. This is an issue raised by respondents as being poorly addressed and managed at institutional level. It is costly, as absence usually has to be covered to maintain service levels by either paying staff at premium rates or employing agency staff. The sector needs to address sickness absence, not only from the point of view of reducing costs, but also to improve the motivation and morale of catering staff.

Society results

The greatest impact that catering services have on the local community is the employment of local people, principally in part-time work. The good training and development provided for these staff also creates a significant indirect benefit.

Commitment to environmental issues will need to be reviewed in light of forthcoming legislative requirements. As the questionnaire results indicate, there is little evidence of proactive environmental policies. However, nearly all catering services are involved in recycling waste to some extent, although the range of products is limited. Where catering services impact on the local community they actively seek to form liaison groups with them.

2.7 Customer results

There is clear evidence that customer feedback and an appreciation of changing trends in 'High Street' catering are two major factors taken into account when changes in catering services are proposed or undertaken. The information is used to shape future strategy and development within institutions.

HEIs within all income groups actively benchmark their services against similar operations. Some of those in the higher income groups invest in national accreditation schemes such as Hospitality Assured (a scheme which sets itself alongside the EQFM Excellence Model), to further quality-test services. On the evidence of this study, it is an area of strength within catering services.

Similarly, within all income groups, customers are encouraged to comment on all aspects of service provision, and respondents clearly indicate that this feedback is shared with catering services staff.

2.8 Additional resources

The Catering Toolchest contains case studies, benchmarks, other self-assessment tools and model templates for areas such as strategic policy and customer care. It also includes useful references and a bibliography.

3. Background to the study

Introduction

The management of catering is one of a series of studies that consider the delivery arrangements for specific services in HE. The objective is to produce practical outcomes for handling management issues of concern to HEIs. The study was conducted under the auspices of the UK Value for Money Steering Group.

By involving HEIs, the study embodies an approach encapsulated in the phrase 'by the sector, for the sector'.

The study does not consider in detail issues related to risk management, strategic planning, IT, investment appraisal, costing and pricing, or human resources strategies. Further advice and examples of good practice for those areas is contained in other publications (see the bibliography in the Catering Toolchest).

The findings have been used to provide a number of practical outputs for managers in HEIs.

The study

The UK Value for Money Steering Group undertook a study of facilities management in higher education, published in March 2000 as HEFCE 00/14. A key recommendation was the need for closer alignment of support services to core business activities. The project identified three further studies:

- management of security services (HEFCE 2002/30)
- management of cleaning (HEFCE 2003/27)
- this study of the management of catering, and the Catering Toolchest available on the web.

The study consisted of a series of surveys covering key aspects of the management of catering services. They included policy and strategy, key performance results, processes, partnerships and resources, people results and society results.

Why the Excellence Model?

The study used the EFQM Excellence Model as a basis for gathering examples of good practice in catering services within the HE sector. The model consists of nine modules (five enablers and four results criteria), that together provide a structured and flexible management tool.

The EFQM Excellence Model is now widely acknowledged in the UK and Europe as a powerful tool for improving efficiency and effectiveness of organisations through self-assessment, benchmarking and business planning. In the UK public sector it is estimated that over 200 agencies are now using the model. In health care, the NHS Executive is promoting its use for

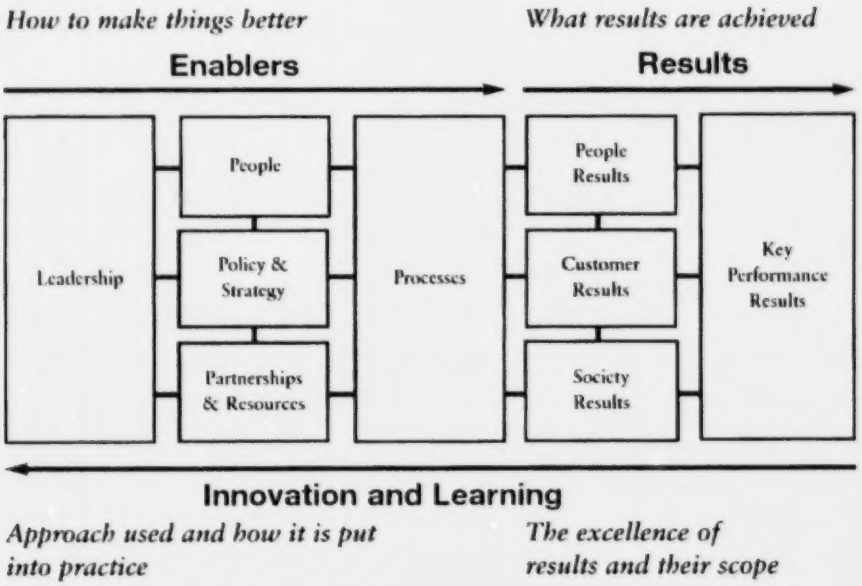
clinical governance. In schools it is being used to track continuous improvement between OFSTED inspections. However, few HEIs are using the model.

With increasing organisational complexity, the model can promote a common language of excellence, efficiency and effectiveness across organisations. It enables organisations to take a balanced view of their strengths and where they can improve performance.

A HEFCE-funded Good Management Practice project (GMP 143) represents an opportunity to explore whether the fundamental principles can be applied to higher education. It also seeks to address two key areas by using self-assessment methodologies:

- how an organisation does things in terms of the effectiveness of its management approaches
- what results are actually achieved, relating to customer, people, society and key performance results.

Figure 6 **EFQM Excellence Model**



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Objectives of the study

The main objectives of the catering services study were to identify the issues and priorities that are likely to be of strategic, tactical and operational importance to institutions over the next three to five years and to:

- provide relevant and appropriate case studies and cameos drawn from EWG member institutions
- develop self-assessment tools using the EFQM Excellence Model

21 BEST COPY AVAILABLE

- develop management statistics for catering services, using the EFQM Excellence Model approach.

Involvement of the sector

This study has been undertaken with support and assistance from the HE sector. Visits to HEIs helped to determine the scope, and other institutions agreed to:

- give information on their own catering arrangements
- provide examples of their experience and good practices in catering that could be shared with other HEIs.

An Expert Working Group and a Project Management Committee were formed to consider the matters raised. Sector organisations also participated by commenting on the issues. The project staff are grateful to all those that have taken part. Details of the membership of the respective groups are given in section 4.

Outputs of the study

The outputs are modular, providing self-assessment checklists, case studies, guidance and other tools to help institutions to:

- review their existing arrangements for catering services
- highlight the opportunities for achieving value for money
- and identify and implement their own management solutions.

4. Working groups and contributors

4.1 UK Value for Money Steering Group

Chair: Professor David Wallace, Loughborough University
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Professor Chris Carr, St Martin's College
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Professor Peter Townsend, University of Wales Swansea
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4.2 Project Management Committee

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4.5 Contributing institutions

Higher Education Funding Council for England
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University of Bath
Bishop Grosseteste College

University of Bradford
University of Brighton
University of Bristol
Brunel University
Buckinghamshire Chilterns University College
University of Cambridge
Canterbury Christ Church University College
Institute of Cancer Research
University of Central Lancashire
University College Chichester
Coventry University
De Montfort University
University of Derby
University of East London
Edge Hill College of Higher Education
University of Exeter
Falmouth College of Arts
University of Kent
Kent Institute of Art and Design
King Alfred's College, Winchester
King's College London
University of Leeds
Leeds Metropolitan University
University of Leicester
University of Lincoln
University of Liverpool
University of London
The London Institute
London School of Economics and Political Science
Loughborough University
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University of Manchester Institute of Science & Technology
Manchester Metropolitan University
University of Newcastle upon Tyne
University College Northampton
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University of Nottingham
School of Pharmacy
University of Plymouth
Queen Mary, University of London
Royal Agricultural College
Royal Northern College of Music
St Martin's College
University of Salford
Sheffield Hallam University
University of Southampton
South Bank University

University of Sunderland
University of Surrey
University of Sussex
University of Teesside
Thames Valley University
Trinity and All Saints
University of Warwick
University of the West of England, Bristol
Writtle College
York St John College

Scottish Higher Education Funding Council
University of Edinburgh
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Heriot-Watt University
Napier University
Queen Margaret University College
University of St Andrews

Higher Education Funding Council for Wales
University of Glamorgan
University of Wales Swansea
Swansea Institute of Higher Education

Department for Employment and Learning, Northern Ireland
University of Ulster

List of abbreviations

CUBO	Conference of University Business Officers
EFQM	European Foundation for Quality Management
EWG	Expert Working Group
GMP	Good management practice
HEFCE	Higher Education Funding Council for England
HE	Higher education
HEI	Higher education institution
IiP	Investors in People
ISO	International Organisation for Standardisation
IT	Information technology
NHS	National Health Service
OFSTED	Office for Standards in Education
TUCO	The University Caterers Organisation
VfM	Value for money

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
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